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ABSTRACT

This is the 2001-2006 strategic plan for Germanna Community College (Virginia). The plan is constructed around the accomplishment of 11 goals: (1) creating an environment that emphasizes effective teaching and learning; (2) promoting an attractive and supportive professional environment in order to recruit and retain high quality faculty and staff; (3) supporting initiatives that enhance leadership and management abilities of faculty and staff; (4) developing and implementing a technology infrastructure to improve services by increasing the percentage of operational processes that can be completed online and the number of classroom supported applications; (5) meeting or exceeding criteria for institutional effectiveness and planning; (6) increasing revenues from sources beyond the budget model by 100%; (7) integrating financial planning and budgeting with strategic planning in order to demonstrate the commitment to measuring performance and outcomes; (8) expanding workforce development by 100% and making that unit financially self-sufficient; (9) developing innovative programming and scheduling; (10) increasing enrollment at least in proportion to population growth in the college's service region, while maintaining the quality of instructional and student services; and (11) expanding and improving the facilities of the college to meet the growing educational needs of the community. (KP)

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Germanna Community College

Strategic Plan 2001-2006

ED 459 898

Goal I. Create an environment that emphasizes effective teaching and learning.

Strategies:

1. Review and update curriculum on a regular basis to ensure comprehensive educational opportunities.
2. Provide students access to state-of-the-art equipment reflecting current practices in the field.
3. Incorporate current instructional technology in teaching, and ensure that it is accessible to all students.
4. Provide regular opportunities for discussion and planning within instructional disciplines.
5. Develop and implement a systematic evaluation plan for measuring success in effective teaching and learning, including teaching and learning through alternative modes of instructional delivery.
6. Increase the full-time/part-time faculty ratio to the current goal of the VCCS and seek additional resources to meet that goal.
7. Increase the level of faculty professional development activities by supporting efforts to identify and secure opportunities.
8. Develop an effective advising system to support students in their personal, academic and career decision-making processes.
9. Provide modern, comfortable, accessible classrooms that facilitate teaching and learning.
10. Provide other appropriate support for full-time and adjunct faculty, including coordination of distance learning and instructional technology.

Goal II. Promote an attractive and supportive professional environment in order to recruit and retain high quality faculty and staff.

Strategies:

1. Develop and annually update individual development plans for faculty and staff that support college-wide planning and the identified needs of the college.
2. Provide training opportunities that meet the identified needs of the college and the individual, to include required annual training for all supervisory / management personnel.
3. Conduct recruitment activities that attract qualified individuals from diverse populations who possess technical expertise, leadership skills, and commitment to the mission and vision of the college.
4. Develop a program that rewards innovation and outstanding contributions in support of college programs.
5. Develop and implement an orientation program for all new employees.

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6. Commit additional resources to the human resource function.
7. Implement and communicate the new staff compensation system to include job descriptions and performance measurements. (*Completed*)
8. Review and update faculty evaluation plan.

Goal III. Support initiatives that enhance the leadership and management abilities of faculty and staff.

Strategies:

1. Develop and implement an integrated policy and procedures manual.
2. Implement a process to communicate new policies, procedures, programs and organizational changes.
3. Require all supervisory/management personnel to attend management training annually.
4. Create an environment that encourages participation, accountability and customer service.

Goal IV. Develop and implement a technology infrastructure to improve services by increasing the percentage of operational processes that can be completed online and by increasing the number of applications supported in the classroom.

Strategies:

1. Establish a college intra-net to enhance communication of policies and procedures, and to improve collaboration between campuses.
2. Provide ongoing technology user training for all staff and faculty.
3. Implement and inform relevant College communities about the PeopleSoft Student Information System (SIS), Administrative Information System (AIS), and facilities planning system.
4. Develop and communicate a "help" network to identify problems and offer online solutions.
5. Coordinate with customers and stakeholders to develop a comprehensive technology plan that integrates instruction and support including equipment, software, and human resources.
6. Implement Executive Order 51, the Commonwealth initiative to improve customer services, by providing direct online support for students and other members of the public.
7. Implement Executive Order 405, the state's policy on disclosure of use of information gathered on the Germanna Community College Web site. (*Completed*)
8. Implement EVA Internet-based procurement system and provide training to end-users.

Goal V. Meet or exceed criteria for institutional effectiveness and planning.

Strategies:

1. Annually complete and communicate the updated Strategic Plan.
2. Base budget and department goals on the Strategic Plan.

3. Hold regular functional unit meetings to educate, communicate, and complete the Plan of Action.
4. Implement measurable assessments from every work unit in the college.
5. Improve the effectiveness of the college governance system by increasing faculty and staff participation.
6. Update College ADA Transition Plan.

Goal VI. Increase revenues from sources beyond the budget model by 100%.

Strategies:

1. Develop and implement a grants program.
2. Develop and implement a corporate gifts program.
3. Improve faculty awareness of grant opportunities.
4. Improve community awareness of the college's programs and services.
5. Submit a Title III "Strengthening Institutions" grant application annually until secured.
6. Develop partnerships with diverse community entities that can provide resources in support of additional programs and services.

Goal VII. Integrate financial planning and budgeting with strategic planning in order to demonstrate the commitment to measuring performance and outcomes.

Strategies:

1. Assess all academic and administrative functions for alignment with College mission and cost-effectiveness.
2. Based on this assessment, re-allocate and/or reduce budget and staffing levels where appropriate to match College mission and goals.
3. Edit and communicate the budget development and implementation process annually.
4. Provide ongoing training for budget managers on the college specific budget process.
5. When implementing any additional programs or services, specify the funding source and/or the budget impact of the change.

Goal VIII. Expand workforce development by 100% and make that unit financially self-sufficient.

Strategies:

1. Complete and analyze survey data of business needs.
2. Effectively utilize workforce development advisory groups to identify needs and resources.
3. Develop and implement an outreach program.
4. More effectively integrate workforce development with academic instruction.
5. Expand innovative distance learning options for workforce development.

6. Develop a comprehensive business plan including program development, financial management, marketing, staffing, and facilities and equipment needs.

Goal IX. Develop innovative programming and scheduling, such as weekend college, short-term courses and distance learning opportunities.

Strategies:

1. Develop weekend college and expand offerings by 50%.
2. Survey existing and potential students to determine what courses, times, and support students require.
3. Re-allocate needed resources to fund evening and weekend coordinators and student support staff.
4. Determine marketing identity and develop and implement an effective marketing program.
5. Package and market certificate and degree options for students by partnering with other institutions.
6. Develop a one-stop, supportive customer services process.
7. Expand innovative methods of delivering distance education and other non-traditional learning opportunities.
8. Provide support services to faculty and students in non-traditional modes of instructional delivery, which are comparable to those offered on-campus.

Goal X. Increase enrollment at least in proportion to population growth in the college's service region, while maintaining the quality of instructional and student services.

Strategies:

1. Use student surveys to seek input on course offerings and scheduling.
2. Develop specific enrollment objectives by course / curriculum areas.
3. Increase summer school enrollment by 50% (Summer 2004 compared with Summer 2000).
4. Increase utilization of classrooms on Fridays and afternoons.
5. Increase utilization of compressed video.
6. Increase utilization of distance learning to expand the market.
7. Increase off-campus enrollment.
8. Increase dual enrollment.
9. Increase enrollment in contract courses for credit.
10. Provide integrated, comprehensive and responsive student support services.
11. Develop and implement an effective marketing and recruitment plan.
12. Increase the involvement of faculty in the recruiting process, especially at the high school level.
13. Expand and improve occupational and technical courses of study.

Goal XI. Expand and improve the facilities of the college to meet the growing educational needs of the community.

Strategies:

1. Complete construction of Phase II at the Fredericksburg campus.
2. Complete construction of the Advanced Technology Center in Culpeper.
3. Secure financing and complete the renovation of HVAC system at the Locust Grove campus.
4. Connect to the public water system at the Locust Grove campus.
5. Update and maintain facility assessments program.
6. Submit biannual capital outlay funding requests in coordination with strategic planning and facility assessments.
7. Develop long term facilities planning program.
8. Provide adequate resources to ensure a safe, secure campus environment.
9. Upgrade electrical systems at Locust Grove Campus.
10. Renovate restrooms at Locust Grove Campus to meet ADA requirements.